Appendices

PART Programs Summaries and Improvement Plans

Summaries of Department of State PART assessments (2002-2006) and improvement plans are listed below and available on the web at www.expectmore.gov. Completion status is as of December 1, 2006.

Program Name	**Andean Counterdrug Initiative (ACI)**
PART Summary	The program helps partner governments in the Andean region of South America to fight the illicit drug industry. ACI combines drug eradication, interdiction, alternative development, and rule of law programs in drug producing and transit countries to reduce the impact of the illegal drug trade in the hemisphere.
Improvement Plan Actions	• Develop annual goals that show how the program is helping foster alternative ways for communities and families to earn a living outside the illicit drug trade. • Ensure that financial management system can track and report information to make effective strategic planning and funding decisions. • Link funding requests to overall program goals.
Completion Status	Actions taken but not completed.

Program Name	**Anti-Terrorism Assistance**
PART Summary	The Anti-Terrorism Assistance program builds the capacity of key countries abroad to fight terrorism; establishes security relationships between U.S. and foreign officials to strengthen cooperative anti-terrorism efforts; and shares modern, humane and effective anti-terrorism techniques.
Improvement Plan Actions	• Increase the effectiveness of the program by expanding in-country training programs in countries critical to the U.S. counter-terrorism effort. • Use a formal needs assessment program and country rating system to inform budget development and justifications. • Integrate performance measures into budget documents and institutionalize tracking and reporting of progress against performance measures.
Status of Actions	Completed.

Program Name	Capital Security Construction Program
PART Summary	The purpose of the Capital Security Construction Program is construct secure, safe, and functional facilities for U.S. diplomatic and consulate missions abroad. Program activities include planning, programming, design, and construction of new embassy and consulate compounds.
Improvement Plan Actions	• Develop cost containment strategies for new embassy and consulate operating costs. • Ensure that all new embassy compounds are sized based on rightsizing reviews and staffing levels.
Status of Actions	Completed.

Program Name	Contribution to the United Nations Children's Fund (UNICEF) and Other Programs
PART Summary	U.S. government participation in UNICEF activities aids provision of humanitarian and development assistance targeted at children and families. UNCICEF programs address child health, water and sanitation access, nutrition, education, HIV/AIDS, and protection. The U.S. belongs to the 36-country Executive Board overseeing UNICEF.
Improvement Plan Actions	• Promoting results-based management in UNICEF meetings, and monitoring progress toward the goals and targets in UNICEF's Medium Term Strategic Plan. • Justifying requested funding for the program on the basis of UNICEF's program and planning documentation.
Status of Actions	Actins taken but not completed.

Program Name	Contribution to the United Nations Development Program (UNDP)
PART Summary	The purpose of the program is for the U.S. Government to participate in United Nations activities to promote development. UNDP programs assist developing countries' economic and social development, including reducing poverty and promoting democracy.
Improvement Plan Actions	• Promote results-based management in UNDP meetings, especially to monitor progress toward goals and targets in the performance plan. • Justify requested funding for the program on the basis of achieved results.
Status of Actions	Actions taken but not completed.

Program Name	Contributions to the International Atomic Energy Agency 2006 Fall Update Assessment
PART Summary	U.S. contributions to the International Atomic Energy Agency (IAEA) promote nuclear safeguards against proliferation. The IAEA monitors nuclear activities worldwide, helps protect against nuclear accident or terrorism and promotes peaceful uses of nuclear energy.
Improvement Plan Actions	• Continue to seek refinements in IAEA performance planning to clarify budget year targets with a goal of demonstrating clear links between expected results and U.S. contributions to the IAEA.
Status of Actions	Actions taken but not completed.

Program Name	Contributions for International Peacekeeping Activities
PART Summary	The Contributions for International Peacekeeping Activities account funds the U.S. Government's share of United Nations (UN) peacekeeping missions. The UN Security Council, of which the U.S. is a member, approves new missions when there is a need to maintain international peace and security.
Improvement Plan Actions	• Work with the UN Department of Peacekeeping Operations and member states to ensure that peacekeeping missions focus on more efficient ways of achieving its goals.
Status of Actions	Actions taken but not completed.

Program Name	Contributions to International Fisheries Commissions
PART Summary	The State Department makes contributions and coordinates U.S. input to several international fisheries commissions and related organizations. These commissions protect and allocate fishing rights, advance marine science, maintain and improve the well-being of coastal communities, and protect natural habitats.
Improvement Plan Actions	• Improve program-wide measures that apply to all commissions, in order to evaluate the effectiveness of the total U.S. contribution to international fisheries commissions. • Work to increase the independence and transparency of the constituent advisory committees, such as by changing the implementing legislation for the commissions. • Solicit independent evaluations of sufficient scope, quality, and regularity to analyze the impact of the fisheries program and inform program improvement.
Status of Actions	Action to improve program measures completed. Other actions taken, but not completed.

Program Name	Contributions to International Organizations
PART Summary	The Contributions to International Organizations account pays U.S. membership dues to more than 40 international organizations in which the U.S. is a member pursuant to treaties, conventions, or Acts of Congress. Examples include: United Nations World Health Organization, UN Food and Agriculture Organization, and Organization for Economic Cooperation and Development.
Improvement Plan Actions	• State should periodically evaluate whether sufficient progress has been made in meeting targets so that milestone-based measures might be converted to quantifiable measures, where appropriate. • Work with UN Food and Agriculture Organization to improve the prioritization of items in the proposed Program of Work and Budget (PWB) so that the PWB focuses resources on areas where the organization has a comparative advantage.
Status of Actions	Department plans to periodically review appropriateness of converting milestones-based measures to quantifiable measures when data is available from the relevant organizations on target achievement. Also, the USG has worked with FAO and other FAO Member States to improve the prioritization of items in the proposed Program of Work and Budget (an ongoing activity).

Program Name	Economic Support Fund - Human Rights and Democracy Fund
PART Summary	The Human Rights and Democracy Fund provides small grants to non-governmental organizations to help fulfill the Department of State's mandate to monitor and promote human rights and democracy worldwide.
Improvement Plan Actions	• Refining performance goals to better reflect the program's purpose in supporting U.S. policy priorities to improve the protection of human rights and the strengthening of democratic institutions. • Using the findings of independent evaluations and internal performance data to inform resource allocation.
Status of Actions	Action to refine performance goals completed. Action taken but not completed to analyze the findings of independent evaluations.

Program Name	Economic Support Fund for Africa
PART Summary	Economic Support Fund programs in Africa support U.S. foreign policy goals in the region by strengthening democratic institutions, helping nations recover from conflict, and promoting economic stability, trade and investment.
Improvement Plan Actions	• Initiating more frequent independent evaluations of specific activities within the program to help inform management decision making, strategic planning and budgeting. • Making better use of performance data to inform management decision making, strategic planning and resource allocation.
Status of Actions	Actions taken to refine performance measures and develop more transparent processes for analyzing performance data.

Program Name	Economic Support Fund for the Western Hemisphere
PART Summary	The Economic Support Fund programs of the Department of State in the Western Hemisphere region work to strengthen democratic institutions, civil society, and trade capacity building, to aid in the resolution of regional conflicts, and to assist nations faced with difficult economic and political crises.
Improvement Plan Actions	• Improving coordination between State and USAID in the Western Hemisphere in increase effectiveness and accountability for results. • Analyzing results and performance data to more clearly inform the development of budgets for the region, subsequent budget justifications, and public reports.
Status of Actions	All planned actions completed. Worked with USAID to coordinate performance goals, indicators, and targets.

Program Name	Educational and Cultural Exchange Programs in Near East and South Asia
PART Summary	These programs help to increase mutual understanding and respect by managing exchanges that promote personal, professional, and institutional ties between private citizens and organizations in the United States and abroad, as well as by presenting U.S. history, society, art and culture to overseas audiences.
Improvement Plan Actions	• Determining if current programs are the most effective to reach target audiences and ensuring that those targeted are the most influential to make the most short and long term impacts. • Developing an overarching U.S. Government Public Diplomacy Strategic Plan.
Status of Actions	Actions taken to develop a USG-wide public diplomacy strategic plan.

Program Name	Export Control Assistance
PART Summary	The export controls program and related border security assistance seek to stop the illegal shipment of weapons and dangerous materials by building effective export control systems in foreign countries. Assistance focuses on helping countries create and enforce laws and regulations improving border security.
Improvement Plan Actions	• Reviewing methods for determining country priorities and incorporating the results of an independent evaluation to further assess the country program needs. • Refining budget submissions to further tie funding requests to specific measures of progress in key countries.
Status of Actions	New interagency strategic planning process considers the country's threat assessment, identifies deficiencies in strategic trade control development, and defines future program plans.

Program Name	Foreign Service Institute
PART Summary	The purpose of the Foreign Service Institute (FSI) is to train and develop U.S. government personnel in the foreign affairs community to carryout U.S. foreign affairs activities. FSI provides more than 450 courses to 50,000 enrollees a year from the State Department and over 40 other government agencies**.**
Improvement Plan Actions	• Increase outreach to posts and bureaus to promote distance learning as a resource-efficient training option and increase use. • Review evaluation processes and tools to increase ensuring the integrity of responses, maximize response rates, and strengthen linkages to program results. • Develop a methodology to capture and better quantify the resource benefits of distance learning courses.
Status of Actions	Actions taken but not completed.

Program Name	Global Educational and Cultural Exchanges
PART Summary	This program manages exchange programs that help increase mutual understanding and respect by promoting personal, professional, and institutional ties between private citizens and organizations in the United States and abroad, as well as by presenting U.S. history, society, art and culture to overseas audiences.
Improvement Plan Actions	• Developing an overarching USG Public Diplomacy Strategy. • Determining if current programs are the most effective to reach target audiences and ensuring that those targeted are the most influential to make the greatest impacts.
Status of Actions	Actions taken, but not completed. A consolidated evaluation unit was established in November 2005.

Program Name	Humanitarian Demining
PART Summary	The U.S. Humanitarian Demining Program provides landmine awareness and mine clearance training and assistance with the goal of helping foreign mine-affected nations develop indigenous mine action capabilities.
Improvement Plan Actions	• Supporting an expanded humanitarian demining program while working to further refine performance measures. • Tying resource requests to anticipated performance targets.
Status of Actions	Funding is tied to joint efforts between the USG and host nations to determine and develop country-specific mine action objectives.

Program Name	Humanitarian Migrants to Israel
PART Summary	The program provides assistance for resettlement in Israel of humanitarian migrants from the former Soviet Union, countries in Eastern Europe, Africa, and the Near East, and other countries of distress. A program grant to the United Israel Appeal is renegotiated annually.
Improvement Plan Actions	• Strengthening long-term and annual targets to ensure continued improvements in efficiency and effectiveness. • Maintaining funding level in 2007 despite historically low levels of migrants in order to expedite the migration of Ethiopians.
Status of Actions	FY 2007 budget includes the same level of funding as FY 2006 to expedite the migration of Ethiopians.

Program Name	Interagency Cooperative Administrative Support Services
PART Summary	This program is a voluntary shared administrative services platform for agencies at U.S. diplomatic facilities overseas. The purpose of program is to provide quality, cost-effective administrative support services through a shared service, full-cost recovery system.
Improvement Plan Actions	• Developing specific management strategies and tools to assist service providers in meeting individual and overall global performance targets. • Working with State Department and customer agencies to develop a business case analysis format for agencies to justify the self provision of services that could be duplicative of this program.
Status of Actions	Actions taken but not completed.

Program Name	International Boundary and Water Commission
PART Summary	The International Boundary and Water Commission applies US-Mexico boundary and water treaties. The Commission addresses border demarcation, flood control, and trans-boundary water allocation and quality issues. The Commission also operates border infrastructure, including international dams, power plants and wastewater treatment facilities.
Improvement Plan Actions	• Conducting an independent, comprehensive assessment to evaluate the program's effectiveness. • Implementing more stringent standards that hold managers accountable for planning, execution, and compliance by requiring evaluation of alternatives, cost effectiveness, achievable timelines, development of measurable performance data, and performance results. • Developing more aggressive plans to address weaknesses identified in the Safety of Dam inspections.
Status of Actions	Actins taken but not completed.

Program Name	International Information Programs
PART Summary	International Information programs, products, and services help build understanding between the U.S. and international audiences and work to counteract negative perceptions of the U.S. They deliver America's message to the international media, government officials, opinion leaders, and the public in more than 140 countries in seven languages.
Improvement Plan Actions	• Complete development of performance measure framework. Obtain data for baselines and develop ambitious targets in 2007. • Develop comprehensive system of identifying target audiences and ensuring that products and services reach target groups with intended results. • Provide resource requests with direct links between funding levels and performance objectives.
Status of Actions	Actions taken but not completed.

Program Name	International Narcotics Control and Law Enforcement Programs, Africa/Asia
PART Summary	This program curbs the impact of international drug traffickers and other crime groups in Asia and Africa on the United States and our allies. The program disrupts the overseas production and trafficking of illicit drugs; coordinates international law enforcement activities; and facilitates stable criminal justice systems.
Improvement Plan Actions	• Reconfiguring performance report for crime and drugs to better reflect International Narcotics and Law Enforcement program functions. • Linking annual funding requests for each component of the program to relevant program goals and updating annual performance goals as necessary to ensure they remain ambitious.
Status of Actions	Criminal Justice Sector Index in pilot stages. FY 2008 budget will explicitly link program goals to funding requests.

Program Name	International Narcotics Control and Law Enforcement Programs, Western Hemisphere
PART Summary	This program curbs the impact of international drug traffickers and other crime groups in this hemisphere on the United States and our allies. The program disrupts the overseas production and trafficking of illicit drugs; coordinates international law enforcement activities; and facilitates stable criminal justice systems.
Improvement Plan Actions	• Contracting for an independent evaluation of key assistance activities to examine the program's mixed results and lead to corrective actions. • Ensuring that the financial management system can report information needed to make effective strategic planning and funding decisions. • Linking funding requests for each component of the program to program goals and updating program measure targets as necessary to reflect recent program performance.

Status of Actions	Evaluation currently on hold. Bureau is in the process implementing the new financial management system.

Program Name	**Migration and Refugee Assistance – Other Population, Refugee and Migration Programs**
PART Summary	This program addresses refugee and migration needs by providing funding to NGOs and the International Organization for Migration. Protection from gender-based violence and trafficking in persons are high priorities in this program area.
Improvement Plan Actions	• Expanding formal monitoring and evaluation of programs for priority activities. • Improving presentation of budget information to include stronger links between NGO funding levels and anticipated program performance in protection, assistance, and durable solutions.
Status of Actions	Actions taken but not completed.

Program Name	**Migration and Refugee Assistance – Protection and Durable Solutions**
PART Summary	The United States aims to protect refugees, conflict victims, and internally displaced persons through contributions to the International Committee of the Red Cross and the United Nations High Commissioner for Refugees. Voluntary return, local integrations and third-country resettlement are the durable solutions for refugee situations.
Improvement Plan Actions	• Improving and standardizing the program's budget presentation documents to ensure that budget requests are clearly linked to program goals and performance measures. • Reviewing the findings of the 2006 Inspector General's review of the Bureau and address any areas for improvement identified for the protection and durable solutions program.
Status of Actions	The 2006 Inspector General's review of the Bureau did not identify any areas for improvement for the protection and durable solutions program.

Program Name	Military Assistance to New NATO and NATO Aspirant Nations
PART Summary	The program provides U.S. military equipment, services, and training to the governments of countries that have recently joined or been offered membership in the North Atlantic Treaty Organization (NATO) including the Czech Republic, Hungary, Poland, Estonia, Latvia, Lithuania, Bulgaria, and Romania.
Improvement Plan Actions	• Pressing new and aspirant NATO nations that are lagging on defense reform efforts to make necessary improvements. • Ensuring that all Allies possess the military capabilities required for future NATO Alliance operations.
Status of Actions	All actions completed.

Program Name	Non-Security Embassy Construction Program
PART Summary	The purpose of the non-security capital construction program is to construct secure, safe, and functional facilities for U.S. Diplomatic and Consulate Missions abroad. Program activities include planning, programming, design, and construction of New Embassy and Consulate Compounds.
Improvement Plan Actions	• Restructuring non-security construction program to eliminate redundancy. The program will evolve into a new program called the Strategic Capital Program.
Status of Actions	All actions completed.

Program Name	Nonproliferation and Disarmament Fund
PART Summary	The Nonproliferation and Disarmament Fund supports projects that halt the proliferation of nuclear, radiological, biological and chemical weapons; destroy existing weapons of mass destruction and related sensitive materials; and control and secure dangerous materials.
Improvement Plan Actions	• Evaluating long-term performance measures and working to ensure that all projects approved for program funding meet cost, schedule and performance goals. • Decreasing the ratio of administrative costs to overall program level below five percent.
Status of Actions	All actions completed.

Program Name	Nonproliferation of Weapons of Mass Destruction Expertise
PART Summary	The Nonproliferation of Weapons of Mass Destruction Expertise program seeks to redirect the work of former WMD scientists and technicians in the former Soviet Union and elsewhere from efforts that might harm the U.S. toward peaceful and economically sustaining work.
Improvement Plan Actions	• Reviewing the feasibility of long-term tracking of participating scientist activities to demonstrate long-term program success. • Engaging Russia and other countries to ensure program continuity and success, and expanding the program to new countries of concern such as Iraq and Libya.
Status of Actions	Ukrainian National Academy of Sciences will raise its financial contributions in 2007. Annual audit planning conference established 2007 audit schedule.

Program Name	Peace Keeping Operations - Organization for Security and Cooperation in Europe Programs
PART Summary	This program provides funding to the Organization for Security and Cooperation in Europe to support stability operations in the independent states of the Former Soviet Union and southeastern Europe including Bosnia and Herzegovina, and Croatia.
Improvement Plan Actions	• Ensuring that managers and program partners are held accountable for key program results. • Prioritizing funding for this activity within regional allocations in the Support for East European Democracy and FREEDOM Support Act.
Status of Actions	All actions completed.

Program Name	President's Emergency Plan For AIDS Relief: Focus Countries
PART Summary	The purpose of the President's Emergency Plan for AIDS Relief, a five year, $15 billion initiative, is to turn the tide against the global HIV/AIDS pandemic. The focus country effort is to bring to scale HIV/AIDS treatment, care and prevention programs in 15 nations of the world where the need is most urgent.
Improvement Plan Actions	• Establishing and implementing a system to capture program expenditures (outlays) by country. • Undertaking an internal review of budget allocations to focus countries based on performance data and pipeline capacity.
Status of Actions	The Office of the Global AIDS Coordinator used both country performance data as well as pipeline data to develop FY 2007 country budgets.

Program Name	President's Emergency Plan For AIDS Relief: Global Fund
PART Summary	The Global Fund to Fight AIDS, Tuberculosis and Malaria is an international effort to manage and disburse resources to reduce infections, illness and death from HIV/AIDS, tuberculosis and malaria. The United States contributes to this multilateral effort to address these diseases and to encourage other countries to increase their contributions.
Improvement Plan Actions	• Working with the Global Fund Secretariat and other donor countries to develop annual performance measures that demonstrate impact and capture data reportedly collected by each grantee. • Improving the Global Fund's financial management practices.
Status of Actions	Agreed upon annual performance measures and developed tools to increase the quality of information reported by grant recipients.

Program Name	President's Emergency Plan For AIDS Relief: Other Bilateral Programs
PART Summary	The U.S. Government's other bilateral HIV/AIDS programs increase the quality and capacity of national HIV/AIDS prevention, treatment, and care programs in more than 100 countries as part of the USG effort to turn the tide against the global HIV/AIDS epidemic.
Improvement Plan Actions	• Completing implementation of USAID's new financial management systems discussed above. • Providing an aggressive target to measure the program's long-term achievements. • Instituting a system that Other Bilateral countries will use to plan future year programming and report on past year results.
Status of Actions	USAID completed implementation of its new financial management system. Identified a new measure with aggressive targets to effectively capture the long-term outcomes of activities in the other bilateral countries. Instituted a system that Other Bilateral countries will use to plan future year programming and report on past year results.

Program Name	Protection of Foreign Missions and Officials
PART Summary	This program ensures the physical protection of visiting dignitaries to the United States. It is the only USG program that reimburses law enforcement for extraordinary protection services to foreign dignitaries and diplomats currently working in or visiting the United States.
Improvement Plan Actions	• Providing more consistent data for measures. • Linking budget requests to expected performance and outcomes.
Status of Actions	Bureau of Diplomatic Security to conduct management review of the program.

Program Name	Public Diplomacy
PART Summary	Public Diplomacy programs articulate the foreign policy objectives of the U.S., ensure a better appreciation for the U.S. abroad, and help create an international environment receptive to U.S. interests. Public Diplomacy also provides U.S. policy-makers with information about how the U.S. and its actions are perceived abroad.
Improvement Plan Actions	• Complete development of performance measurement framework and obtain data for baselines and identify ambitious targets. • Develop overarching U.S. Government strategic plan for interagency public diplomacy efforts. Establish integrated strategic plan for public diplomacy programs with the Department of State. • Provide resource requests with direct links between funding levels and performance objectives and goals.
Status of Actions	Actions taken but not completed.

Program Name	Refugee Admissions to the U.S.
PART Summary	Provides refugees of special humanitarian concern to the U.S. the opportunity to resettle in the United States. Through NGOs and international organizations, the program assists refugees through the overseas admittance process as well as through acclimation to life in the U.S.
Improvement Plan Actions	• Working with Congress to increase the budget for this program in order to continue increasing the number of refugees resettled in the U.S. • Aligning the budget request with the establishment of the annual ceiling for refugee admissions.
Status of Actions	The Administration will work to more closely align the budget request with the establishment of the annual ceiling for refugee admissions.

Program Name	Security Assistance for Near East
PART Summary	Security assistance to the Near East region promotes U.S. national security by: preventing and responding to terrorism; strengthening military to military ties; promoting civilian control of the military and respect for human rights; and furthering the ability to operate in peace support operations.
Improvement Plan Actions	• The Department is taking steps to improve consistency and reporting of human rights reviews for U.S.-sponsored security training. • The Department will work to establish country-specific objectives for military assistance that support U.S. policy goals of the military assistance program.
Status of Actions	Actions taken but not completed.

Program Name	Security Assistance for the Western Hemisphere
PART Summary	Security assistance to the Western Hemisphere includes grants to purchase U.S. military equipment, services, and training. These programs strengthen military and political reform, promote ties between military forces, promote counter-drug efforts, and support overall U.S. security goals and objectives.
Improvement Plan Actions	• Proposing security assistance funding levels that enable more robust counter-drug programs in Colombia and the Andean region and that promote regional personnel exchanges. • Coordinating annual budgets between the State and Defense Departments to develop more specific long-term goals with timeframes.
Status of Actions	All actions completed.

Program Name	Security Assistance to Sub-Saharan Africa
PART Summary	The U.S. provides a wide range of military assistance to Sub-Saharan Africa countries including equipment, services, and training. This assistance promotes peace and stability, develops indigenous African peacekeeping and humanitarian response capabilities, and creates more professional African militaries.
Improvement Plan Actions	• Evaluating and refining the performance measure for these programs to ensure that they provide useful information to inform management, budget and policy decisions. • Instituting performance metrics for global peacekeeping training.
Status of Actions	Evaluate and strengthen performance measure to ensure that they inform management, budget and policy decisions.

Program Name	South Asia Military Assistance
PART Summary	The U.S. provides a wide range of military assistance to countries in South Asia including equipment, services, and training. This assistance promotes peace and stability, develops security forces and creates more professional militaries, and promotes respect for human rights.
Improvement Plan Actions	• Incorporating security assistance plans for South Asia countries within the budget justification for military assistance programs. • Reviewing South Asia military assistance planning for best practices that can be applied to performance and budgetary planning for assistance to other regions of the world.
Status of Actions	Plan to incorporate security assistance plans into budget justification.

Program Name	Support for East European Democracy/Freedom Support Act
PART Summary	The Office of the Coordinator of U.S. Assistance to Europe and Eurasia is responsible for strategic planning, budgeting, and performance measurement for U.S. Government assistance to the Central and Eastern European and Eurasian countries intended to promote democratic, economic and other types of reform.
Improvement Plan Actions	• Implementing recommendations of a recently conducted evaluation, including further clarifying and communicating the Coordinator's mandate and improving relations with regional program management. • Finalizing guidance to address issues of coordination, oversight of performance, and resource allocation and disseminating to all involved in U.S. assistance to Europe and Eurasia.
Status of Actions	All actions completed.

Program Name	Terrorist Interdiction Program
PART Summary	The Terrorist Interdiction Program provides foreign governments with a secure database system that enables border control officials to quickly identify and detain or track suspect persons seeking to cross their borders and collect, compare, and analyze traveler data.
Improvement Plan Actions	• Taking action to tie funding requests to key indicators of the program. • Improving coordination with other complementary USG programs to ensure that a comprehensive approach is pursued to address a host nation's border control vulnerabilities.
Status of Actions	Actions taken but not completed.

Program Name	United Nations High Commissioner for Refugees
PART Summary	The United States' contribution to the United Nations High Commissioner for Refugees is a major component of the State Department's comprehensive response to the protection and assistance needs of refugees.
Improvement Plan Actions	• Supporting the protection activities and initiatives of the High Commissioner for Refugees. • Finalizing implementation of financial management and supply chain system.
Status of Actions	Actions taken but not completed.

Program Name	US Embassy Compound Security Upgrades
PART Summary	The purpose of the US Embassy Compound Security Upgrades program is to provide physical security upgrades to U.S. diplomatic facilities overseas to better protect buildings, people, and operations. The program primarily targets facilities not scheduled for full, new embassy compound construction.
Improvement Plan Actions	• Develop a refined long-range projects plan by January 2007 for FY 2009-2012 through extensive surveys at overseas posts as part of an in-depth reevaluation of requirements and costs. • Reduce time needed for project planning by at least 15 percent in the FY2007-2010 period, by eliminating the least relevant aspects of the planning process and increasing process standardization. • Create databases of installed physical security features at overseas posts to be better able to measure mean-times-to repair/replacement, analyze possible deficiencies, and improve future products.
Status of Actions	Actions taken but not completed.

Program Name	Visa and Consular Services
PART Summary	The program protects U.S. citizens in U.S. and abroad and safeguards U.S. borders through programs, processes and systems. Consular Affairs administers laws, formulates regulations and implements policies relating to the adjudication of visa and passport applications and a broad range of consular services provided to U.S. citizens.
Improvement Plan Actions	• Implementing new surcharges to address shortfalls in fee revenues and to pay for initiatives. • Implementing e-passport and developing travel document options in consultation with other relevant agencies.
Status of Actions	Actions taken but not completed.

Program Name	Worldwide Security Upgrades
PART Summary	Supports U.S. foreign policy objectives by providing a secure work environment through the protection of American lives, property and information overseas and domestically from attacks by foreign terrorist and other harmful entities.
Improvement Plan Actions	• Presenting resource requests in a complete and transparent manner; and linking resources to program activities. • Reviewing on-going versus new programs and initiatives in relation to the budget in order to improve prioritization.
Status of Actions	Actions taken but not completed

PART Program Efficiency Measures

The President's Management Agenda (PMA) encourages agencies to develop efficiency measures to monitor the administrative cost of achieving a given outcome or output. Viewed in context with a range of output and outcome indicators, efficiency measures provide a more complete picture of program performance and help program managers decide where to invest time and effort. This section highlights the importance of efficient program administration and presents selected efficiency trends for Department of State PART programs from FY 2004 to FY 2006. A comprehensive review of efficiency measures, including both those developed for the PART in consultation with OMB and those developed internally by non-PART program managers, is delivered regularly to OMB via quarterly reporting. Efficiency measures for 2006 PARTs are not yet final and are thus not included in this report. Findings were used to:

- Verify that all PART programs have at least one approved efficiency measure in place;
- Identify which programs do not have an efficiency measure that links to improved financial performance and cost savings;
- Develop guidance to assist bureau coordinators and program managers develop efficiency measures conducive to tracking cost savings and financial performance data; and
- Update PART efficiency measures and data tracked via the PARTWeb database.

Efficiency indicators were compiled and assigned to the following categories:

- **Administrative Efficiency:** tracking and comparing administrative costs to program costs. These measures help program managers determine overall administrative effectiveness in controlling operational costs and overhead expenses and to identify areas of inefficiency.
- **Per Unit Cost:** tracking cost per unit of output. These measures help determine return on investment, trade-offs related to funding adjustments and costs/benefits of sourcing alternatives.
- **Cost Containment***:* the ratio of program costs to outputs and outcomes. These measures track cost savings related to improved operational efficiencies and reduced overhead expenses.
- **Program Effectiveness:** tracking cost savings that result from achieving stated goals. These measures identify funds that would be available for reallocation once targets are achieved.

The review confirmed that all Department of State PART programs have at least one OMB-approved efficiency measure in place, although data for these measures has not been consistently recorded or updated in OMB's PARTWeb database. The majority of efficiency measures track "Administrative Efficiency," i.e. administrative costs versus program costs. The review identified a set of indicators that could lead to tracking cost savings through improved operational efficiencies or improved financial performance. No dollar amounts are assigned to the majority of these measures. Three efficiency measures were identified as "Program Effectiveness Measures"- these measures could lead to identifying funds that would become available once targets were achieved. No dollar amounts are presently assigned to Program Effectiveness Measures.